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ABSTRACT

In response to a request of the Texas Higher Education Coordinating Board, public universities and community, technical, and state colleges in Texas were asked to provide examples of efficiencies implemented on their campuses between Fiscal Year (FY) 2001 and FY 2003. For purposes of this request, an efficiency was defined as an activity that results in a documentable savings of time, money, or some other resources that is then readily available for some other campus program or activity. An electronic survey was completed by all Texas public institutions of higher education (97). The 97 institutions reported a total of 357 efficiencies, 329 for FY 2001 through FY 2003, and 28 initiated before the study period. Of the reported efficiencies, 81 were in the area of education, 11 in research, 255 in administration, and 10 in the area of clinical care. Some project concepts were reported by multiple institutions. Among the most common were projects related to energy efficiency. Another often reported change was reorganization of both academic departments and schools or administrative units. Texas public higher education institutions are demonstrating through their actions that they are being good stewards of state funds by identifying ways to streamline their operations without harming their missions and by reallocating financial and staff savings to higher priority programs and activities. One appendix contains the survey questionnaire, and the other two contain examples of the efficiencies implemented. (SLD)

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ED 480 953

Efficiencies at Texas Public Institutions of Higher Education

Fiscal Year 2001 – Fiscal Year 2003

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Division of Finance, Campus Planning, and Research
Texas Higher Education Coordinating Board
February 2003

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Coordinating Board Mission

The Texas Higher Education Coordinating Board's mission is to work with the Legislature, Governor, governing boards, higher education institutions and other entities to provide the people of Texas the widest access to higher education of the highest quality in the most efficient manner.

THECB Strategic Plan

Coordinating Board Philosophy

The Texas Higher Education Coordinating Board will promote access to quality higher education across the state with the conviction that access without quality is mediocrity and that quality without access is unacceptable. The Board will be open, ethical, responsive, and committed to public service. The Board will approach its work with a sense of purpose and responsibility to the people of Texas and is committed to the best use of public monies. The Coordinating Board will engage in actions that add value to Texas and to higher education; the agency will avoid efforts that do not add value or that are duplicated by other entities.

THECB Strategic Plan

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Background

During the Coordinating Board's October 2002 meeting, Board members asked about the extent to which measures have been taken by public higher education institutions to increase efficiencies on their campuses and to shift limited resources to higher-priority programs and activities. In mid-December, presidents and chancellors of Texas public universities, community, technical, and state colleges, and health-related institutions were asked to provide examples of efficiencies implemented on their campuses between Fiscal Year 2001 and Fiscal Year 2003.

For the purpose of this request, an efficiency was defined as "an activity that results in a documentable savings of time, money, or some other resource that is then made available to another program or activity on campus." Efficiencies may include retrenching efforts that result in the shifting of personnel, space, operating funds, or other resources from one program or activity to another.

Examples were categorized by the institutions as (1) an efficiency in education, (2) an efficiency in research, (3) an efficiency in administration, or (4) an efficiency in clinical care. For those institutions that reported efficiencies in clinical care, examples were limited to those activities for which state appropriations had been made.

Methodology

A survey questionnaire was electronically distributed in mid-December 2002 to the presidents and chancellors of all public institutions of higher education in Texas (see Appendix A for a copy of the survey questionnaire). All institutions returned completed questionnaires, providing a response rate of 100 percent (see Table 1).

The following presents an overview of the data received and analyzed to date. A searchable, web-based version of the institutional responses is posted on the Coordinating Board's web site. The website location is http://www.thecb.state.tx.us/efficiencies/. Notice of the availability of the institutional responses and this report, is also available on the Coordinating Board's web site.

Results

Responses from the 97 reporting institutions were analyzed and are described in Table 1. Thirty-four (100 percent) of the universities, fifty (100 percent) of the community colleges, both (100 percent) of the Lamar State Colleges, and Lamar Institute of Technology are included in the analysis to date. The Texas State Technical College System response covering all of its components (four colleges and three other campuses) and all nine health-related institutions are also included in this analysis.

Table 1 Institutions Responses by Sector			
Sector	**Number Responding**	**Percent Responding**	**Total Institutions**
Community Colleges	50	100%	50
Lamar State Colleges	2	100%	2
Lamar Institute of Technology	1	100%	1
Technical College System	1	100%	1
Subtotal	**54**	**100%**	**54**
Universities	34	100%	34
Health-Related Institutions	9	100%	9
Total - All Institutions	**97**	**100%**	**97**

Source: Survey of Institutions; THECB; Division of Finance, Campus Planning, and Research; February 2003

The 97 higher educations institutions reported a total of 357 efficiencies, 329 covering the period Fiscal Year 2001 through Fiscal Year 2003 under study and 28 initiated prior to the study period. The 97 institutions may have implemented additional efficiencies, but they were asked only to report a minimum of three and a maximum of five efficiencies. Of the 357 reported efficiencies, 81 were in the area of education, 11 were in the area of research, 255 were in the area of administration, and ten were in the area of clinical care (see Table 2).

Table 2 Institutional Responses by Sector and Area of Efficiency				
Sector	**Educational Efficiency**	**Research Efficiency**	**Administrative Efficiency**	**Clinical Care Efficiency**
Community Colleges	51	1	120	2
Lamar State Colleges	1		7	
Lamar Institute of Technol.			3	
Technical College System	1		2	
Subtotal	**53**	**1**	**132**	**2**
Universities	25	7	107	1
Health-Related Institutions	3	3	16	7
Total - All Institutions	**81**	**11**	**255**	**10**

Source: Survey of Institutions; THECB; Division of Finance, Campus Planning, and Research; February 2003

The most frequently reported area of efficiency across all sectors of higher education was administrative efficiencies. Two-year institutions reported twice as many administrative as educational efficiencies, while universities reported four times as many administrative efficiencies as educational efficiencies.

Institutional responses indicate that most of the efficiencies have been in place since Fiscal Year 2002 (see Table 3), and that the estimated financial and staff savings from these activities is $269.5 million and 619 full-time equivalent staff (see Table 4). In addition to these quantifiable benefits, some of the other benefits resulting from these

efficiencies include: increased access and ease of access to student-centered information for students and faculty (e.g., course materials, grades, and registration); increased access for educators and researchers to the most current information and data through enhanced, expanded, and shared electronic library collections; and improvements in campus facilities from energy and refinancing savings, and building reuse.

Table 3
Institutional Responses by Year of Efficiency Implementation

Sector	FY 2001	FY 2002	FY 2003
Community Colleges	33	58	65
Lamar State Colleges	1	5	2
Lamar Institute of Technology	3		
Technical College System	2		1
Subtotal	**39**	**63**	**68**
Universities	34	62	34
Health-Related Institutions	10	16	3
Total - All Institutions	**83**	**141**	**105**

Source: Survey of Institutions; THECB; Division of Finance, Campus Planning, and Research; February 2003

Table 4
Institutional Responses by Amount of Financial and Staff Savings

Sector	Financial Savings	Staff Savings in FTEs
Community Colleges	$ 82,548,283	283
Lamar State Colleges	$ 132,997	6
Lamer Institute of Technology	$ 700,000	14
Technical College System	$ 1,736,632	4
Subtotal	**$ 85,117,912**	**307**
Universities	$103,875,757	202
Health-Related Institutions	$ 80,544,220	110
Total - All Institutions	**$269,537,889**	**619**

Source: Survey of Institutions; THECB; Division of Finance, Campus Planning, and Research; February 2003

Several project concepts were reported by multiple institutions across the sectors of higher education.

- Common projects reported included energy efficiency (e.g., lighting projects involved reduced wattage bulbs and lights set on timers or illuminated from motion detectors), and economies of scale in contracting for electricity either through a system program or a group of campuses that organized a larger customer group.
- Another often reported concept was reorganization of both academic departments and schools or administrative units, which included reductions in staff through attrition and restructuring job responsibilities among remaining personnel. Some positions were purposely held vacant or eliminated to

achieve savings that could be redirected toward higher priority programs and activities.

- Negotiations for services and different procurement procedures were also cited by several institutions, as were the use of "procards" for the purchase of small items of little expense for which the transaction cost would exceed the cost of the purchased item.
- For some institutions, the trade-off between the use of adjunct faculty and permanent faculty allowed for more contact or semester credit hours, greater diversity of course offerings, and the ability to offer some courses at remote locations.
- Distance learning and enhanced curricula through technology were also cited, as were savings through standardized computers and related software.
- Many institutions provided reports of academic and administrative collaborations among several institutions, either within the same system or located within the same community.
- Partnerships helped create a more efficient research program in radiological technology at Tyler Junior College. Utilizing the economies of scale of the Texas A&M System, Texas A&M University – Commerce increased the productivity of its research faculty.
- Several institutions reported sharing academic and personal counselors, while other institutions reported sharing library facilities with the municipalities in which they are located.

The titles of these and dozens more creative, rewarding, and at times, unique project concepts are listed in Appendix B by institution and in Appendix C by area of efficiency. Additional detail about the examples and the institutional contacts is posted on the Coordinating Board web site.

Conclusion

Texas public higher education institutions have demonstrated through their responses that they are being good stewards of state funds by routinely identifying ways to streamline their operations without harming their missions and by reallocating financial and staff savings to higher priority programs and activities.

The examples presented in this report indicate a high incidence of administrative efficiencies primarily through enhancements in technology and delivery systems. Significant efforts to gain efficiencies through energy management and restructuring administrative processes are also evident.

In the area of education, institutions reported that consolidation or elimination of degree and certificate programs and restructuring of academic departments resulted in greater efficiencies at the campus level.

The report on Efficiencies at Texas Public Institutions of Higher Education provides insight into efficiencies implemented throughout the state. This report could be used as a resource for higher education officials to review best practices and exemplary programs to achieve similar savings and learn about resource allocation strategies that could be implemented, with any necessary modification for their respective campus environments.

Appendix A – Survey Questionnaire

Efficiencies at Public Institutions of Higher Education
Response Form
Due to Coordinating Board: Friday, January 10, 2003

For the purpose of this request, an efficiency is operationally defined "an activity that results in a documentable savings of time, money, or some other resource that is then made available to another program or activity on campus." Efficiencies may include retrenching efforts that resulted in the shifting of personnel, space, operating funds, or other resources from one program or activity to another.

Institution: _____

Person Completing Response Form: _____

Contact Telephone Number: _____

Contact email address: _____

Title of Efficiency Example: _____

Area of Efficiency (check one only):

___ **Efficiency in Education**

___ **Efficiency in Research**

___ **Efficiency in Administration**

___ **Efficiency in Clinical Care**

Description of Efficiency:

Outcome(s) of Efficiency:

Date of Efficiency Implementation: _____

Estimated Financial Savings of Efficiency: _____

Estimated Staff Savings of Efficiency: _____FTE

Other Identified Benefits of Efficiency: _____

Thank you!

Appendix B

Examples of Efficiency by Institution and Type of Efficiency

Institution	Type of Efficiency	Title of Efficiency Example
Universities		
Midwestern State University	Administration	• IBM Mainframe Replacement
Stephen F. Austin State University	Administration	• Electricity Rate Reduction • Directors' and Officers' Insurance Coverage
	Education	• Staffing Vacancies
Texas A&M University System		
Prairie View A&M University	Administration Education	• Summer Utilities • Change Delivery of Courses Taught at Fort Hood • Summer Budget Controls
Tarleton State University	Administration	• Property Acquisition/ Demolition • State Procurement Card • Utilities (Electric Service) • Web/Phone Grade Display
Texas A&M University	Administration	• Automated Information Technology Monitoring, Deployment, and Update • Combined Computer Network • Combined Computer Software and Hardware Purchasing • Remote Computer Management
Texas A&M University-Commerce	Administration Education Research	• Development and Implementation of the On-Line Leave Reporting System • Implementation of Procurement Card Program • Reorganization of Academic and Student Affairs • The Partnership with the Texas A&M Research Foundation Revision of Indirect Cost Sharing Policy
Texas A&M University - Corpus Christi	Administration	• Administrative Reorganization • Electronic Posting of Grades • Elimination of Arena Registration • Indoor Air Quality • Informational Technology Purchasing
Texas A&M University at Galveston	Administration Education	• Attrition • Consolidation of Bookstore, Mailroom and Copy Center • Electric Deregulation • Financial Aid Automation • Consolidation of Undergraduate Programs
Texas A&M International University	Education	• Adjunct Faculty
Texas A&M University - Kingsville	Administration Education	• Energy Conservation Program • Position Elimination or Redirection • Reduced Travel Costs • Increased Reliance on Non-State Funding • Use of Adjunct (part-time) Faculty

Institution	Type of Efficiency	Title of Efficiency Example
Texas A&M University - Texarkana	Administration Education	• Student Information System Web for Faculty • Student Information System Web for Students • Integrated Library System • On-Line Student Advisement • Web Enhancement Instruction
West Texas A&M University	Administration Education Research	• Eliminated Mailing Student Grades: Grades are Immediately Posted on the Web • Online Job Advertisements • Streamline Telephone Billing • Counseling Intern Training Site * • Agriculture Research
Texas Southern University	Administration	• Call Accounting System • Electronic Catalogs, Schedules and Service Request Forms • Electronic Funds Transfer • Object Database Connectivity • State Office of Risk Management Assessment Allocation Reduction
Texas State University System		
Angelo State University	Administration Education	• Computerized Work Order System • Office Maximization • One-Year Parking Permit • Permanent Hang Tags for Faculty and Staff • Semester Credit Hour Expansion
Lamar University	Administration	• Application Process • Check Processing * • Online Reports • Posting Positions on higheredjobs.com Website • U.S. Postal Service Automated Discounts
Sam Houston State University	Administration Education	• Hope Scholarship 1098s • University Center Liaison Program • Elimination of Underenrolled Graduate Programs • Reorganization of Advising Center • Reorganization of Writing Center/Emphasis on the Use of Graduate Teaching Assistantships
Southwest Texas State University	Administration Education	• Computer Standards/Replacement Program and Negotiated Contract • Power Plant Operations • Refinance Housing System Bonds • Standard Desktop Software and Volume Agreements • Personnel Reallocation to Create Advisor Position

Institution	Type of Efficiency	Title of Efficiency Example
Sul Ross State University	Administration	• Central Plant Chiller Upgrade • Information Technology Restructuring • Reclassification of Long Distance Telephone Calls as Local Calls via Wide Area Network and Use of Videoconferencing to Conduct Meetings • Three Year Equipment Replacement Plan and Computer Lab PC Lease Program
	Education	• Student Support Services Consolidation
Texas Tech University System		
Texas Tech University	Administration	• Consolidation of Several Student Affairs Departments into the Center for Campus Life office within the Division of Student Affairs • Electronic Grade Reports (internet) • Safety Program Initiatives • System Budget Savings – Budget Reduction
	Research	• Utilizing the "300 Day Half-Life" rule in Texas Administrative Code to Dispose of Low-level Waste Locally in an Approved Landfill and/or Sanitary Sewer Disposal
Texas Woman's University	Administration	• Energy Performance Contract • Information Service Support Cost Reduction • Placed the School of Physical Therapy within the College of Health Sciences
The University of Texas System		
The University of Texas at Arlington	Administration	• Service Department – Procurement Services • Utilities
	Clinical Care	• Academic – School of Social Work
	Research	• Academic – Libraries • Computing Systems – Academic Computing
The University of Texas at Austin	Administration	• Microsoft Licensing
	Education	• Electronic Journals
	Research	• Pro Card
The University of Texas at Brownsville	Administration	• Energy Savings Initiatives • Microsoft Agreement • Telephone Cost Savings Initiatives • Travel Cost Savings Initiative • West Campus Remodeling
The University of Texas at Dallas	Administration	• Acquisition of AHE property • Space Inventory Database System • UTD Apartments
The University of Texas at El Paso	Administration	• Central Energy Plant – Utility Savings • Microsoft Software Agreement • Telecommunications Connectivity • Utility Infrastructure - Energy Savings
	Education	• Digital Library Shared Electronic Journal Subscriptions

Institution	Type of Efficiency	Title of Efficiency Example
The University of Texas – Pan American	Administration Education	• TGLO/Radiant Contract • Thermal Storage Tank • Digital Library Shared Electronic Journal Subscriptions
The University of Texas of the Permian Basin	Administration	• Accounting Department • Bookstore Outsourcing • Use of Procurement Card (ProCard) • UTPB Police Department
The University of Texas at San Antonio	Administration Education	• Federal SEOG Grant and the Federal Work-Study Program • Renegotiation of Copying and Duplicating Contract • Digital Library Subscription Initiative
The University of Texas at Tyler	Administration	• Construction Method • Environmental Health and Safety • Microsoft Agreement
University of Houston System		
University of Houston	Administration	• Creation of College of Liberal Arts and Social Sciences (CLASS) • Electric Deregulation – Accessing state rates • Purchase Order Threshold Increase • Revenue Bond Refunding • Two Percent Academic Reallocation
University of Houston - Clear Lake	Administration Education	• Automated Water Treatment Station • Installed Custodial Key Box • Retrofit Fluorescent Lighting • Space Utilization
University of Houston - Downtown	Administration	• Additional Faculty/Staff/Student parking • Electric Deregulation – Accessing State Rates • Student E-services
University of Houston - Victoria	Administration Education	• Collaboration with the University of Houston Career Placement Services • Energy Efficiency Program • On-line Catalog and Class Schedules • Purchasing of Personal Computers • Instructional Delivery
University of North Texas System		
University of North Texas	Administration Education Research	• Energy Efficiency Improvement Project • Energy Savings • Purchase of Property • Workers Compensation Savings • Courses Delivered Online • Converted Teaching Lab to Research Laboratories
Health-Related Institutions		
Texas Tech University System		
Texas Tech University Health Sciences Center	Administration Clinical Care	• Geographical Consolidation of Services – Amarillo Campus • Web-based Purchasing Contracts / Payables Billing Methods • Correctional Pharmacy Management

Institution	Type of Efficiency	Title of Efficiency Example
Texas A&M University System		
The Texas A&M University System Health Science Center	Clinical Care Research	• New Clinical Software • Core Laboratories • Research Space Expansion Through Reassignment and Reallocation of Teaching and Administrative Space
The University of Texas System		
The University of Texas Health Center at Tyler	Clinical Care	• Conversion of previously non-billable charges • Drug Cost Recovery • Phased Rate Increase
The University of Texas Health Science Center at Houston	Administration	• Environmental Health and Safety (EHS) protection program • Physician Business Services (PBS) office improvements • Use of BuyCard for smaller dollar purchases
The University of Texas Health Science Center at San Antonio	Administration Education	• Hazardous Waste Disposal • Site and Group License Cost Savings • Student FICA Exemption • Digital Library Shared Electronic Journal Subscription
The University of Texas M.D. Anderson Cancer Center	Administration Education	• Materials Management – Procurement Initiatives • Utility Contracting with General Land Office • Digital Library Shared Electronic Journal Subscriptions
The University of Texas Medical Branch at Galveston	Administration Clinical Care Education	• Labor Management • Outsourcing • Case Management • Digital Library Subscriptions
The University of Texas Southwestern Medical Center at Dallas	Administration Clinical Care Research	• Electric Commodity Contract • Leased Cafeteria and Catering Area • On-line Library Services Form • Streamlined Patient Encounter Forms • Enhanced Technology Development Program
University of North Texas System		
University of North Texas Health Science Center at Fort Worth	Administration	• Shredding Pilot Program
Two-Year Institutions/Lamar State Colleges and Institute of Technology		
Alamo Community College District	Administration	• Administrative Efficacy: Lapse Salaries, Bond Elections, Vehicle Replacement, Energy Conservation and Student Support Services
Alvin Community College	Administration Education	• Risk Management Program • Full-Time Faculty • Increase Class Size to Sixty • Part-Time Clinical Faculty Provided by M.D. Anderson • Retirement Incentive Plan - 2002

Institution	Type of Efficiency	Title of Efficiency Example
Amarillo College	Administration	• Online Requisitions and Purchase Orders – Colleague Software • Outsourcing Board election administrative functions • Print Shop Conversion • Procurement Card
	Education	• West Campus Library
Angelina College	Administration	• Buckner Family Place and Child Care Center • Shared Staff Functions • Shuttle Parking System
	Education	• Clinical Instruction Partnership
Austin Community College	Administration	• Budget Management System • EStaffing System • eTimeKeep System • Faculty Agreement System • Online Personnel Authorization System • Records Management Imaging System
Blinn College	Administration	• Lease Buy Out • On Line Student Registration System
Brazosport College	Administration	• Construction Supervision • Lighting Relamping • Staffing Reallocation
Cisco Junior College	Administration Education	• On-line Registration • Closing of Electronics Technology Program in Abilene • Closing of the Wrangler Fiddle Music Activity Program
Clarendon College	Administration	• Combining of Positions in Student Services • Elimination of Position
	Education	• Combined Coaching Positions • ITV Delivery of Academic Courses in Service Area
Coastal Bend College	Education	• Doing Without
College of the Mainland	Administration	• Elimination of Director of Law Enforcement Position • Hiring of Temporary Employees • Reassignment of Duties
Collin County Community College District	Administration	• An Integrated Solution for Planning, Managing and Scheduling Continuing Education Classes • E-Schedule and E-Catalog – Searchable Electronic Schedules and Catalogs • OASIS – Online Access to Student Information System (online grading) • WEB-check
	Education	• Program Deactivation in Physical Therapy Assistant
Dallas County Community College District	Administration	• Competitive Electricity Supply Contract • Expanding eConnect Features, Financial Aid Detail • Scanning Purchase Orders and Related Documents
Del Mar College	Education	• TEES Regional Division at Del Mar College
El Paso Community College District	Administration Education	• Re-Allocation • Center for Workforce Preparedness • Network Partnership

Institution	Type of Efficiency	Title of Efficiency Example
Frank Phillips College	Administration	• Online Grades • Scholarship Brochure
	Education	• Electronic Classes
Galveston College	Administration	• College Processes • Outsourcing Computer Services • Reorganized College Administration • Utility Cost Reductions
	Education	• Partnership Development
Grayson County College	Administration	• Bond Issue Costs • Electronic Grades
	Education	• Shared Wireless Laptop Lab
Hill College	Administration	• Custodial, Grounds and Maintenance • Energy Cost Savings • Frozen Institutional Budget
	Education	• Instructional Improvement and Instructional Equipment • Instructional TV
Houston Community College System	Administration	• Fully Utilize Available Grant Resources • Web Registration
	Education	• Centralized Purchasing of Software Licenses • Increase in Average Class Size • Membership in TEX-SHARE
Howard College	Administration	• Change in cell telephone policy and procedure • Electric Deregulation – Aggregate Pool • Reduction in Staff – Administration Secretarial
Kilgore College	Administration	• Deferred Maintenance and Capital Projects • Electronic Purchase Requisitions and Purchase Orders • Elimination of General Fleet Vehicles • Inmate labor • Online Registration, Fee Payment and Grades
Laredo Community College	Administration	• Computer Equipment Reassignment • Summer Work Schedule
	Education	• Energy Management System • Faculty Position Reassignment
Lee College	Administration	• In-House Construction of Teaching Lecterns • Reduce Non-Instructional Travel and Supplies
	Education	• Outsource Truck Driving Program
McLennan Community College	Administration	• Centralized Scheduling of Instructional and Administrative Activities to Minimize Excessive Use of Facility Resources • Electronic Registration Process • Increase in Use of Facilities during Afternoon Hours via Reduced-tuition Classes
Midland College	Administration	• Administrative Services Reorganization • Document Imaging • Student Information System and Internet/WEB Registration • Vending Operations
	Education	• TIFB - D14C Grant

Institution	Type of Efficiency	Title of Efficiency Example
Navarro College	Administration	• Elimination of Grant Writing Department • Renovation of Residence Halls
	Education	• Reallocation of Golf Budget to Women's Soccer
North Central Texas Community College District	Administration	• Job Classification Study
	Education	• Academic Class Size • Contact Hours
North Harris Montgomery Community College	Administration	• Business Office Realignment • Centralization of Mail Distribution • Class Schedule Post Card Mailer • Create Colleague Trainer position • Creation of Dean of Educational Services • Creation of Evening/Weekend Administrator • Custodial Shift Change • Local Partnership Creating the Montgomery College Center for Business and Technology Training • Online Financial Aid Application • Operational Change, Human Resource • Renovate Office Area with In-house Employees Instead of Outside Contractors • Replacing Counselor with Two Academic Advisors • Utilization of Retail Electric Providers for Electrical Power
	Clinical Care Education	• Montgomery College Healthcare Partnership • Reorganization of Instructional Divisions
Northeast Texas Community College	Administration	• Savings Through Integration and Synergy • Savings Through Integration and Synergy – Financial
Odessa College	Administration	• Energy Costs Savings Program
	Education	• Concurrent Classes Broadcast via Region XV Network • Faculty Sharing with UT Permian Basin
Panola College	Administration	• Energy Usage • On-line Registration • Trio Student Support Services Coordinator
Paris Junior College	Education	• Distance Learning
Ranger College	Administration	• Collaborative Effort with Midwestern State University for Joint Director for the Graham Center
	Education	• Increase Adjunct Faculty Pay • Reduction in Adjunct Faculty Instruction
San Jacinto College District	Administration	• Expanded Scheduling Options • Instructional Program Cost Analysis • The Design and Implementation of a Multi-Campus, Multiphase Comprehensive Technology Plan
	Education	• Efficiencies in Addressing Local, State and National Workforce Needs Through Innovative Partnering • Improving the Success Rate of Developmental Education Students, Through a Fast-Track Program

Institution	Type of Efficiency	Title of Efficiency Example
South Plains College	Administration Education	• Reorganization of Academic Affairs Division • ITV Delivery of Academic Courses to Rural Locations • Relocation of Lubbock Programs to SPC Reese Center
South Texas Community College	Administration Education	• Lean to the Bone Administrative and Organizational Structure • Use of an Abandoned Elementary School and 26 Portable Buildings as Instructional Facilities • Adjunct Faculty and Faculty Overloads
Southwest Texas Junior College	Administration	• Creation of New Staffing Category • Increase Ad Valorum Taxes for M&O • Increase of Contracted Services in Maintenance • Restructuring of Aviation Program Delivery Services • Transportation
Tarrant County Junior College District	Administration Education	• Electronic Employee Newsletter • Pay-As-You-Go Funding Strategy • Faculty Non-Teaching Compensation
Temple College	Administration Education Research	• Student Housing Outsourcing • Utility Operating Schedule • Program Deactivation • RAD Tech Partnership
Texarkana College	Education	• Combined two related instructional programs
Texas Southmost College	Administration	• Energy Savings • The Village at Fort Brown Renovation (Student Housing)
Tyler Junior College	Administration Education	• Administration of Programs at the West Campus • Transportation Management • Legacy Scholarships • Oversight Restructuring
Vernon College	Administration Education	• Efficiency in Administration • Closure of Legal Assisting AAS Degree program
Victoria College, The	Administration	• Bid Specifications on Electronic Forms • Electrical Deregulation and Monitoring of Electrical Usage • Electronic Forms on the Internet • Financial Data on the Internet
Weatherford College	Administration Clinical Care Education	• Dormitory Efficiencies • Maintenance Services Efficiencies • Education Efficiencies • Library Services Efficiencies
Western Texas College	Administration Education	• Reduction in Administration • ITV Class Offerings to Rural Locations • One Stop Registration
Wharton County Junior College	Administration Education	• Contract for Electrical Services • Reorganization of Executive Administrative Staff • Reorganization of Information Technology Department • Subcontracted Custodial Services • Phase-out of Medical Laboratory Technology Program

Institution	Type of Efficiency	Title of Efficiency Example
Texas State Technical College System		
Texas State Technical College – Harlingen	Administration	• Energy Performance Contract
Texas State Technical College - Waco	Administration	• Bulk Purchasing of Computer Equipment
Texas State Technical College – West Texas	Education	• Utilization of Distance Education to Distribute General Education Courses to Texas State Technical College West Texas Students
Texas State University System		
Lamar Institute of Technology	Administration	• Campus Security • Computer Services • Library Resources *
Lamar State College - Orange	Administration Education	• Delay of Filling a Position • Printing and Paper Costs Savings; Future Storage Space and Storage Management Savings • Delay of Filling Vacancies
Lamar State College - Port Arthur	Administration	• Chemical Dilution/Dispensing System • Communication Upgrade • Housekeeping Assignments • Reduction of Electrical Contracts • Supply Center Reorganization

* categorized by Coordinating Board staff

Appendix C

Examples of Efficiency
by Type of Efficiency and Institution

Institution	Title of Efficiency Example (Administration)
Universities and Health-Related Institutions	
Midwestern State University	• IBM Mainframe Replacement
Stephen F. Austin State University	• Directors' and Officers' Insurance Coverage • Electricity Rate Reduction
Texas A&M University System	
Prairie View A&M University	• Summer Utilities
Tarleton State University	• Property Acquisition/ Demolition • State Procurement Card • Utilities (Electric Service) • Web/Phone Grade Display
Texas A&M University	• Automated Information Technology Monitoring, Deployment, and Update • Combined Computer Network • Combined Computer Software and Hardware Purchasing • Remote Computer Management
Texas A&M University-Commerce	• Development and Implementation of the On-Line Leave Reporting System • Implementation of Procurement Card Program
Texas A&M University - Corpus Christi	• Administrative Reorganization • Electronic Posting of Grades • Elimination of Arena Registration • Indoor Air Quality • Informational Technology Purchasing
Texas A&M University at Galveston	• Attrition • Consolidation of Bookstore, Mailroom and Copy Center • Electric Deregulation • Financial Aid Automation
Texas A&M University - Kingsville	• Energy Conservation Program • Position Elimination or Redirection • Reduced Travel Costs
Texas A&M University - Texarkana	• Student Information System Web for Faculty • Student Information System Web for Students
West Texas A&M University	• Eliminated Mailing Student Grades: Grades are Immediately Posted on the Web • Online Job Advertisements • Streamline Telephone Billing

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Institution	Title of Efficiency Example (Administration)
Texas Southern University	• Call Accounting System • Electronic Catalogs, Schedules and Service Request Forms • Electronic Funds Transfer • Object Database Connectivity • State Office of Risk Management Assessment Allocation Reduction
Texas State University System	
Angelo State University	• Computerized Work Order System • Office Maximization • One-Year Parking Permit • Permanent Hang Tags for Faculty and Staff
Lamar University	• Application Process • Check Processing * • Online Reports • Posting Positions on higheredjobs.com Website • U.S. Postal Service Automated Discounts
Sam Houston State University	• Hope Scholarship 1098s • University Center Liaison Program
Southwest Texas State University	• Computer Standards/Replacement Program and Negotiated Contract • Power Plant Operations • Refinance Housing System Bonds • Standard Desktop Software and Volume Agreements
Sul Ross State University	• Central Plant Chiller Upgrade • Information Technology Restructuring • Reclassification of Long Distance Telephone Calls as Local Calls via Wide Area Network and Use of Videoconferencing to Conduct Meetings • Three Year Equipment Replacement Plan and Computer Lab PC Lease Program
Texas Tech University System	
Texas Tech University	• Consolidation of Several Student Affairs Departments into the Center for Campus Life office within the Division of Student Affairs • Electronic Grade Reports (internet) • Safety Program Initiatives • System Budget Savings – Budget Reduction
Texas Tech University Health Sciences Center	• Geographical Consolidation of Services – Amarillo Campus • Web-based Purchasing Contracts / Payables Billing Methods
Texas Woman's University	• Energy Performance Contract • Information Service Support Cost Reduction • Placed the School of Physical Therapy within the College of Health Sciences
The University of Texas System	
The University of Texas at Arlington	• Service Department – Procurement Services • Utilities
The University of Texas at Austin	• Microsoft Licensing

Institution	Title of Efficiency Example (Administration)
The University of Texas at Brownsville	• Energy Savings Initiatives • Microsoft Agreement • Telephone Cost Savings Initiatives • Travel Cost Savings Initiative • West Campus Remodeling
The University of Texas at Dallas	• Acquisition of AHE property • Space Inventory Database System • UTD Apartments
The University of Texas at El Paso	• Central Energy Plant – Utility Savings • Microsoft Software Agreement • Telecommunications Connectivity • Utility Infrastructure - Energy Savings
The University of Texas – Pan American	• TGLO/Radiant Contract • Thermal Storage Tank
The University of Texas of the Permian Basin	• Accounting Department • Bookstore Outsourcing • Use of Procurement Card (ProCard) • UTPB Police Department
The University of Texas at San Antonio	• Federal SEOG Grant and the Federal Work-Study Program • Renegotiation of Copying and Duplicating Contract
The University of Texas at Tyler	• Construction Method • Environmental Health and Safety • Microsoft Agreement
The University of Texas Health Science Center at Houston	• Environmental Health and Safety (EHS) Protection Program • Physician Business Services (PBS) Office Improvements • Use of BuyCard for Smaller Dollar Purchases
The University of Texas Health Science Center at San Antonio	• Hazardous Waste Disposal • Site and Group License Cost Savings • Student FICA Exemption
The University of Texas M.D. Anderson Cancer Center	• Materials Management – Procurement Initiatives • Utility Contracting with General Land Office
The University of Texas Medical Branch at Galveston	• Labor Management • Outsourcing
The University of Texas Southwestern Medical Center at Dallas	• Electric Commodity Contract • Leased Cafeteria and Catering Area • On-line Library Services Form
University of Houston System	
University of Houston	• Creation of College of Liberal Arts and Social Sciences (CLASS) • Electric Deregulation – Accessing state rates • Purchase Order Threshold Increase • Revenue Bond Refunding • Two Percent Academic Reallocation
University of Houston - Clear Lake	• Automated Water Treatment Station • Installed Custodial Key Box • Retrofit Fluorescent Lighting

Institution	Title of Efficiency Example (Administration)
University of Houston - Downtown	• Additional Faculty/Staff/Student parking • Electric Deregulation – Accessing State Rates • Student E-services
University of Houston - Victoria	• Collaboration with the University of Houston Career Placement Services • Energy Efficiency Program • On-line Catalog and Class Schedules • Purchasing of Personal Computers
University of North Texas System	
University of North Texas	• Energy Efficiency Improvement Project • Energy Savings • Purchase of Property • Workers Compensation Savings
University of North Texas Health Science Center at Fort Worth	• Shredding Pilot Program
Two-Year Institutions/Lamar State Colleges and Institute of Technology	
Alamo Community College District	• Administrative Efficacy: Lapse Salaries, Bond Elections, Vehicle Replacement, Energy Conservation and Student Support Services
Alvin Community College	• Risk Management Program
Amarillo College	• Online Requisitions and Purchase Orders – Colleague Software • Outsourcing Board election administrative functions • Print Shop Conversion • Procurement Card
Angelina College	• Buckner Family Place and Child Care Center • Shared Staff Functions • Shuttle Parking System
Austin Community College	• Budget Management System • EStaffing System • eTimeKeep System • Faculty Agreement System • Online Personnel Authorization System • Records Management Imaging System
Blinn College	• Lease Buy Out • On Line Student Registration System
Brazosport College	• Construction Supervision • Lighting Relamping • Staffing Reallocation
Cisco Junior College	• On-line Registration
Clarendon College	• Combining of Positions in Student Services • Elimination of Position
College of the Mainland	• Elimination of Director of Law Enforcement Position • Hiring of Temporary Employees • Reassignment of Duties

Institution	Title of Efficiency Example (Administration)
Collin County Community College District	• An Integrated Solution for Planning, Managing and Scheduling Continuing Education Classes • E-Schedule and E-Catalog – Searchable Electronic Schedules and Catalogs • OASIS – Online Access to Student Information System (online grading) • WEB-check
Dallas County Community College District	• Competitive Electricity Supply Contract • Expanding eConnect Features, Financial Aid Detail • Scanning Purchase Orders and Related Documents
El Paso Community College District	• Re-Allocation
Frank Phillips College	• Online Grades • Scholarship Brochure
Galveston College	• College Processes • Outsourcing Computer Services • Reorganized College Administration • Utility Cost Reductions
Grayson County College	• Bond Issue Costs • Electronic Grades
Hill College	• Custodial, Grounds and Maintenance • Energy Cost Savings • Frozen Institutional Budget
Houston Community College System	• Fully Utilize Available Grant Resources • Web Registration
Howard College	• Change in cell telephone policy and procedure • Electric Deregulation – Aggregate Pool • Reduction in Staff – Administration Secretarial
Kilgore College	• Deferred Maintenance and Capital Projects • Electronic Purchase Requisitions and Purchase Orders • Elimination of General Fleet Vehicles • Inmate labor • Online Registration, Fee Payment and Grades
Laredo Community College	• Computer Equipment Reassignment • Summer Work Schedule
Lee College	• In-House Construction of Teaching Lecterns • Reduce Non-Instructional Travel and Supplies
McLennan Community College	• Centralized Scheduling of Instructional and Administrative Activities to Minimize Excessive Use of Facility Resources • Electronic Registration Process • Increase in Use of Facilities during Afternoon Hours via Reduced-tuition Classes
Midland College	• Administrative Services Reorganization • Document Imaging • Student Information System and Internet/WEB Registration • Vending Operations
Navarro College	• Elimination of Grant Writing Department • Renovation of Residence Halls

Institution	Title of Efficiency Example (Administration)
North Central Texas Community College District	• Job Classification Study
North Harris Montgomery Community College	• Business Office Realignment • Centralization of Mail Distribution • Class Schedule Post Card Mailer • Create Colleague Trainer position • Creation of Dean of Educational Services • Creation of Evening/Weekend Administrator • Custodial Shift Change • Local Partnership Creating the Montgomery College Center for Business and Technology Training • Online Financial Aid Application • Operational Change, Human Resource • Renovate Office Area with In-house Employees Instead of Outside Contractors • Replacing Counselor with Two Academic Advisors • Utilization of Retail Electric Providers for Electrical Power
Northeast Texas Community College	• Savings Through Integration and Synergy • Savings Through Integration and Synergy – Financial
Odessa College	• Energy Costs Savings Program
Panola College	• Energy Usage • On-line Registration • Trio Student Support Services Coordinator
Ranger College	• Collaborative Effort with Midwestern State University for Joint Director for the Graham Center
San Jacinto College District	• Expanded Scheduling Options • Instructional Program Cost Analysis • The Design and Implementation of a Multi-Campus, Multiphase Comprehensive Technology Plan
South Plains College	• Reorganization of Academic Affairs Division
South Texas Community College	• Lean to the Bone Administrative and Organizational Structure • Use of an Abandoned Elementary School and 26 Portable Buildings as Instructional Facilities
Southwest Texas Junior College	• Creation of New Staffing Category • Increase Ad Valorum Taxes for M&O • Increase of Contracted Services in Maintenance • Restructuring of Aviation Program Delivery Services • Transportation
Tarrant County Junior College District	• Electronic Employee Newsletter • Pay-As-You-Go Funding Strategy
Temple College	• Student Housing Outsourcing • Utility Operating Schedule
Texas Southmost College	• Energy Savings • The Village at Fort Brown Renovation (Student Housing)
Tyler Junior College	• Administration of Programs at the West Campus • Transportation Management
Vernon College	• Efficiency in Administration
Victoria College, The	• Bid Specifications on Electronic Forms

Institution	Title of Efficiency Example (Administration)
Victoria College, The (cont'd)	• Electrical Deregulation and Monitoring of Electrical Usage • Electronic Forms on the Internet • Financial Data on the Internet
Weatherford College	• Dormitory Efficiencies • Maintenance Services Efficiencies
Western Texas College	• Reduction in Administration
Wharton County Junior College	• Contract for Electrical Services • Reorganization of Executive Administrative Staff • Reorganization of Information Technology Department • Subcontracted Custodial Services
Texas State Technical College System	
Texas State Technical College – Harlingen	• Energy Performance Contract
Texas State Technical College - Waco	• Bulk Purchasing of Computer Equipment
Texas State University System	
Lamar Institute of Technology	• Campus Security • Computer Services • Library Resources
Lamar State College - Orange	• Delay of Filling a Position • Printing and Paper Costs Savings; Future Storage Space and Storage Management Savings
Lamar State College - Port Arthur	• Chemical Dilution/Dispensing System • Communication Upgrade • Housekeeping Assignments • Reduction of Electrical Contracts • Supply Center Reorganization
	Title of Efficiency Example (Clinical Care)
Universities and Health-Related Institutions	
The University of Texas System	
The University of Texas at Arlington	• Academic – School of Social Work
The University of Texas Health Center at Tyler	• Conversion of previously non-billable charges • Drug Cost Recovery • Phased Rate Increase
The University of Texas Medical Branch at Galveston	• Case Management
The University of Texas Southwestern Medical Center at Dallas	• Streamlined Patient Encounter Forms
Texas Tech University System	
Texas Tech University Health Sciences Center	• Correctional Pharmacy Management
Texas A&M University System	
The Texas A&M University System Health Science Center	• New Clinical Software

Institution	Title of Efficiency Example
	(Clinical Care)
Two-Year Institutions	
North Harris Montgomery Community College	• Montgomery College Healthcare Partnership
Weatherford College	• Education Efficiencies
	Title of Efficiency Example (Education)
Universities and Health-Related Institutions	
Stephen F. Austin State University	• Staffing Vacancies
Texas A&M University System	
Prairie View A&M University	• Change Delivery of Courses Taught at Fort Hood • Summer Budget Controls
Texas A&M University-Commerce	• Reorganization of Academic and Student Affairs
Texas A&M University at Galveston	• Consolidation of Undergraduate Programs
Texas A&M International University	• Adjunct Faculty
Texas A&M University - Kingsville	• Increased Reliance on Non-State Funding • Use of Adjunct (part-time) Faculty
Texas A&M University - Texarkana	• Integrated Library System • On-Line Student Advisement • Web Enhancement Instruction
West Texas A&M University	• Counseling Intern Training Site *
Texas State University System	
Angelo State University	• Semester Credit Hour Expansion
Sam Houston State University	• Elimination of Underenrolled Graduate Programs • Reorganization of Advising Center • Reorganization of Writing Center/Emphasis on the Use of Graduate Teaching Assistantships
Southwest Texas State University	• Personnel Reallocation to Create Advisor Position
Sul Ross State University	• Student Support Services Consolidation
The University of Texas System	
The University of Texas at Austin	• Electronic Journals
The University of Texas at El Paso	• Digital Library Shared Electronic Journal Subscriptions
The University of Texas – Pan American	• Digital Library Shared Electronic Journal Subscriptions
The University of Texas at San Antonio	• Digital Library Subscription Initiative
The University of Texas Health Science Center at San Antonio	• Digital Library Shared Electronic Journal Subscription
The University of Texas M.D. Anderson Cancer Center	• Digital Library Shared Electronic Journal Subscriptions
The University of Texas Medical Branch at Galveston	• Digital Library Subscriptions
University of Houston System	
University of Houston - Clear Lake	• Space Utilization
University of Houston - Victoria	• Instructional Delivery
University of North Texas System	
University of North Texas	• Courses Delivered Online

Institution	Title of Efficiency Example
	(Education)
Two-Year Institutions/Lamar State Colleges and Institute of Technology	
Alvin Community College	• Full-Time Faculty • Increase Class Size to Sixty • Part-Time Clinical Faculty Provided by M.D. Anderson • Retirement Incentive Plan - 2002
Amarillo College	• West Campus Library
Angelina College	• Clinical Instruction Partnership
Cisco Junior College	• Closing of Electronics Technology Program in Abilene • Closing of the Wrangler Fiddle Music Activity Program
Clarendon College	• Combined Coaching Positions • ITV Delivery of Academic Courses in Service Area
Coastal Bend College	• Doing Without
Collin County Community College District	• Program Deactivation in Physical Therapy Assistant
Del Mar College	• TEES Regional Division at Del Mar College
El Paso Community College District	• Center for Workforce Preparedness • Network Partnership
Frank Phillips College	• Electronic Classes
Galveston College	• Partnership Development
Grayson County College	• Shared Wireless Laptop Lab
Hill College	• Instructional Improvement and Instructional Equipment • Instructional TV
Houston Community College System	• Contralized Purchasing of Software Licenses • Increase in Average Class Size • Membership in TEX-SHARE
Laredo Community College	• Energy Management System • Faculty Position Reassignment
Lee College	• Outsource Truck Driving Program
Midland College	• TIFB - D14C Grant
Navarro College	• Reallocation of Golf Budget to Women's Soccer
North Central Texas Community College District	• Academic Class Size • Contact Hours
North Harris Montgomery Community College	• Reorganization of Instructional Divisions
Odessa College	• Concurrent Classes Broadcast via Region XV Network • Faculty Sharing with UT Permian Basin
Paris Junior College	• Distance Learning
Ranger College	• Increase Adjunct Faculty Pay • Reduction in Adjunct Faculty Instruction
San Jacinto College District	• Efficiencies in Addressing Local, State and National Workforce Needs Through Innovative Partnering • Improving the Success Rate of Developmental Education Students, Through a Fast-Track Program
South Plains College	• ITV Delivery of Academic Courses to Rural Locations • Relocation of Lubbock Programs to SPC Reese Center
South Texas Community College	• Adjunct Faculty and Faculty Overloads

Institution	Title of Efficiency Example (Education)
Tarrant County Junior College District	• Faculty Non-Teaching Compensation
Temple College	• Program Deactivation
Texarkana College	• Combined two related instructional programs
Tyler Junior College	• Legacy Scholarships • Oversight Restructuring
Vernon College	• Closure of Legal Assisting AAS Degree program
Weatherford College	• Library Services Efficiencies
Western Texas College	• ITV Class Offerings to Rural Locations • One Stop Registration
Wharton County Junior College	• Phase-out of Medical Laboratory Technology Program
Texas State Technical College System	
Texas State Technical College – West Texas	• Utilization of Distance Education to Distribute General Education Courses to Texas State Technical College West Texas Students
Texas State University System	
Lamar State College - Orange	• Delay of Filling Vacancies
	Title of Efficiency Example (Research)
Universities and Health-Related Institutions	
Texas A&M University System	
Texas A&M University-Commerce	• The Partnership with the Texas A&M Research Foundation Revision of Indirect Cost Sharing Policy
West Texas A&M University	• Agriculture Research
The Texas A&M University System Health Science Center	• Core Laboratories • Research Space Expansion Through Reassignment and Reallocation of Teaching and Administrative Space
Texas Tech University System	
Texas Tech University	• Utilizing the "300 Day Half-Life" rule in Texas Administrative Code to Dispose of Low-level Waste Locally in an Approved Landfill and/or Sanitary Sewer Disposal_
The University of Texas System	
The University of Texas at Arlington	• Academic – Libraries • Computing Systems – Academic Computing
The University of Texas at Austin	• Pro Card
The University of Texas Southwestern Medical Center at Dallas	• Enhanced Technology Development Program
University of North Texas System	
University of North Texas	• Converted Teaching Lab to Research Laboratories
Two-Year Institutions	
Temple College	• RAD Tech Partnership

* categorized by Coordinating Board staff

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